



Catalog of Services



ORGANIZATIONAL DEVELOPMENT DIVISION



Supporting Your Career Development

11484 B Avenue, Bldg 109-A ~ Auburn CA 95603
530.886.5270 ~ Fax 530.886.5272

Available on the NAL Window ~ Catalog of Services 2004

“WHAT’S NEW”

Date Changed	What Changed?	Description	Page
07.08.04	New	Fall 2004 & Spring 2005 list of Classes (after this page)	
07.07.04	New	Anger Management	3-1
07.07.04	Modified	Administrative Support Certificate Program	5-1
07.07.04	New	Writers’ Workshop: Advanced Effective Writing	10-1
07.07.04	Course Code	Management Communications: [changed from MGT005 to BUS102]	4-2
07.07.04	Time Change	Dealing With Change	5-1
07.07.04	Modified	Advanced Management Practices (AMP) [changed 9 days to 7 days]	6-1
07.07.04	Modified	Introduction to Supervision II [changed from 5 days to 4 days]	6-2
08.17.04	Date Change	Time Management [changed from 03/08/05 to 05/05/05]	
11.01.04	Date Change	Taking the Conflict Out of Working Together [changed from 03/22/05 to 04/05/05]	
12.21.04	Add'l Class	Introduction to Supervision II, Series – 4 days [01/05/05]	
12.21.04	Add'l Class	Accounting Journal Entries [04.05.05]	
12.21.04	Add'l Class	Driver Improvement – Tahoe [01/12&13/05]	

Class Schedule

Fall 2004

Spring 2005

August 2004

- 08/17/04 Intro to Supervision II, Series - 4 days, 8:30 - 4:30
[08/17, 08/24, 08/31, 09/14]
- 08/19/04 Let's Get Motivated, 8:30 - 12:00
- 08/25/04 Dealing With Change, 8:30 - 12:00
- 08/25/04 Persuasive Communication, 1:00 - 4:30
- 08/26/04 Taking the Conflict Out of Working Together, 8:30 - 12:00

September 2004

- 09/01/04 Writers' Workshop, Report Writing, 8:30 - 3:30
- 09/15/04 Administrative Support Certificate Program, Series - 6 half days, 8:30 - 12:00 [09/15, 09/29, 10/06, 10/20, 10/27, 11/03]
- 09/16/04 Writer's Workshop, Nuts & Bolts, 8:30 - 3:30
- 09/21/04 Project Management, 8:30 - 12:00
- 09/23/04 Communicating With Internal/External Customer, 8:30 - 3:30
- 09/28/04 Active Stress Reduction, 8:30 - 12:00
- 09/30/04 Communicating With Respect, 8:30 - 12:00



October 2004

- 10/05/04 Anger Management, 8:30 - 3:30
- 10/07/04 Making Meetings Work, 8:30 - 12:00
- 10/19/04 Introduction to Governmental Accounting & Auditing, 8:30 - 12:00 or 1:00 - 4:30
- 10/21/04 Respecting Sensitivity in the Workplace, 8:30 - 12:00
- 10/21/04 Managing Workplace Conflict, Yours and Theirs, 1:00 - 4:30
- 10/26/04 Communicating in Teams, 8:30 - 12:00
- 10/28/04 Writer's Workshop, Effective Writing, 8:30 - 3:30

November 2004

- 11/02/04 Skills of Facilitation, 8:30 - 3:30
- 11/04/04 Interest-Based Communication, 8:30 - 3:30
- 11/09/04 On the Job Training, 8:30 - 12:00
- 11/16/04 Techniques in Reducing Workplace Stress, 8:30 - 12:00
- 11/17/04 Improving Workplace Relationships (SDI), 8:30 - 3:30

December 2004

- 12/07/04 Active Stress Reduction, 8:30 - 12:00
- 12/08/04 Writer's Workshop, Editing and Proofreading, 8:30 - 3:30

January 2005

- 01/05/05 Introduction to Supervision II, Series - 4 days, 8:30 - 4:30 [01/05, 01/12, 01/19, 02/01]
- 01/12/05 Driver Improvement [TAHOE], 8:30 - 12:00 or 1:30 - 4:30, N. Tahoe Conf Cntr
- 01/13/05 Driver Improvement [TAHOE], 8:30 - 12:00 or 1:30 - 4:30, N. Tahoe Conf Cntr
- 01/26/05 Sierra College BUS102 Management Communication, Series - 9 days, 8:30 - 3:20 [01/26, 02/02, 02/09, 02/23, 03/02, 03/09, 03/16, 03/30, 04/06]
- 01/25/05 Accounting Journal Entries, 8:30 - 12:00 or 1:00 - 4:30

February 2005

- 02/08/05 Writer's Workshop, Nuts & Bolts, 8:30 - 3:30
- 02/10/05 Accounting Journal Entries, 8:30 - 12:00 or 1:00 - 4:30
- 02/15/05 Power of Listening, 8:30 - 12:00
- 02/15/05 How We Communicate Without Speaking, 1:00 - 4:30
- 02/16/05 Anger Management, 8:30 - 3:30
- 02/17/05 Intro to Supervision I, Series - 4 days, 8:30 - 4:30 [02/17, 02/24, 03/10, 03/17]



March 2005

- 03/01/05 Improving Workplace Relationships (SDI),
8:30 - 3:30
- 03/03/05 Interest-Based Communication,
8:30 - 3:30
- 03/04/05 Advanced Management Practices,
Series - 7 days, 8:30 - 3:30 [03/04, 03/18,
04/01, 04/15, 04/29, 05/13, 05/19]
- 03/15/05 Writer's Workshop, Effective Writing,
8:30 - 3:30
- 03/22/05 Communicating With Respect, 1:00 - 4:30
- 03/23/05 Managing Workplace Conflict,
Yours and Theirs, 8:30 - 12:00
- 03/29/05 Writers' Workshop, Report Writing,
8:30 - 3:30
- 03/31/05 Project Management, 8:30 - 12:00

April 2005

- 04/05/05 The Art of Delegation, 8:30 - 12:00
- 04/05/05 Taking the Conflict Out of Working
Together, 1:00 - 4:30
- 04/12/05 Breaking Communication Barriers:
Male/Female, Age & Culture, 8:30 - 3:30
- 04/13/05 Dealing With Change, 8:30 - 12:00
- 04/13/05 Persuasive Communication, 1:00 - 4:30
- 04/14/05 Respecting Sensitivity in the Workplace,
8:30 - 12:00
- 04/19/05 Writer's Workshop, Editing and Proofreading,
8:30 - 3:30
- 04/20/05 Techniques in Reducing Stress,
8:30 - 12:00
- 04/26/05 Making Meetings Work, 8:30 - 12:00
- 04/27/05 Skills of Facilitation, Advanced,
8:30 - 3:30

04/28/05 Accounting Journal Entries,
8:30 - 12:00 or 1:00 - 4:30

May 2005

- 05/03/05 Active Stress Reduction, 8:30 - 12:00
- 05/05/05 Time Management, 8:30 - 12:00
- 05/10/05 Let's Get Motivated, 8:30 - 12:00
- 05/17/05 Communicating in Teams, 8:30 - 3:30
- 05/18/05 Techniques for Optimal Problem Solving,
8:30 - 3:30

How to Sign Up for Classes

- ◆ Placer County employees may contact their
Department Training Coordinator to sign up
for classes
- ◆ No FEE\$ charged to county employees or
departments for these classes
- ◆ Classes are available to outside agencies.
For additional information, contact us at:
Phone: 530 886 5270
Fax: 530 886 5272
Email: training@placer.ca.gov
Web: www.placer.ca.gov/training

Organizational Development Division
11484 B Avenue, Training Room 1
Auburn CA 95603



County Executive Office

Organizational Development Division

Class Schedule

Fall 2004

Spring 2005



11484 B Avenue, Training Room 1
Auburn CA 95603
Tel: 530 886 5270
Fax: 530 886 5272

A MESSAGE FROM: THE ORGANIZATIONAL DEVELOPMENT DIVISION MANAGER

Welcome to the Organizational Development Division's (ODD) Catalog of Services. Our mission is dedicated to offering training, education, and career development to all county employees. The new millennium presents us, the county employees, with many challenges and opportunities not only to increase our knowledge and productivity, but also to provide more skilled service to the citizens of Placer County.

This catalog contains a description of services provided by ODD including: training classes, facilitation, mediation, and career counseling, as well as information about our Resource Center. With over 70 different classes available, employees have an opportunity to enhance their careers and improve their abilities. The classes are taught by working professionals who are experts in their field. For those employees interested in management training, a leadership development program is available to prepare you for supervision and leadership roles.

You will also find that ODD offers facilitation services to departments and community groups who appreciate an impartially lead, smooth-running meeting. Facilitators provide direction and a consensus building process to ensure your meeting has a successful outcome. In addition, several ODD staff members are trained mediators. Mediation is a method of resolving disputes in which two or more parties meet with a trained, impartial person who assists the parties in reaching a mutual agreement. Facilitation and mediation can help in improving working relationships in your department.

The ODD Resource Center houses a host of available books, periodicals, and videos that are available for checkout. We invite you to stop by ODD and browse through the audio-visual library. Staff can assist you with selecting the right materials for your meeting or presentation. Another service you might find interesting is career counseling. If you are planning to continue your career in government, we have career counseling services available for all employees.

This is an exciting new century for Placer County as we experience new growth and challenges. We look forward to working with you and seeing you succeed in your career in Public Service.

Tino Guevara
Organizational Development Division Manager

The Catalog of Services 04-05
may be accessed directly from the
NAL Window

County of Placer

County Executive Office Organizational Development Division

www.placer.ca.gov/training
email: training@placer.ca.gov

Location

11484 B Ave Bldg 109-A
Auburn CA 95603

Telephone

For general information
530.886.5270
24-hour voice mail

County Network

NAL Window
Catalog of Services

FAX

530.886.5272

ODD Manager

Tino Guevara
530.886.5287
tguevara@placer.ca.gov

Sr. Training Analyst

Zeta Engel
530.886.5283
zengel@placer.ca.gov

Training Analyst - II

Shelly Fletcher
530.886.5281
sfletche@placer.ca.gov

Administrative Technician

Bobbie Klusmeier
530.886.5277
bklusmei@placer.ca.gov

Administrative Technician

Lori L. Woods
530.886.5279
lwoods@placer.ca.gov

Administrative Secretary

Barbie Coffelt
530.886.5275
bcoffelt@placer.ca.gov

Administrative Clerk- Journey

CEO Training Coordinator
Marquita Mayfield
530.886.5273
mmayfiel@placer.ca.gov

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Training

CLASS INFORMATION

CLASS ANNOUNCEMENTS

ODD will publish periodic list of classes indicating dates, times, and locations. To enhance employee development, we encourage discussing these announcements in staff meetings, employee meetings, and as part of the performance evaluation meeting.

Every effort has been made to ensure the accuracy of the information presented in this publication. However, there may be schedule changes due to instructor or facility availability. Also, classes may be limited in enrollment due to the facility or course definitions. Classes are subject to cancellation due to low enrollment or at the discretion of ODD management. In case of cancellation, ODD and the Training Coordinators will make every effort to notify employees, and to assist in selecting a substitute class.

IMPORTANT INFORMATION ABOUT CLASSES

We will, at times, add a class that was not included in the original Catalog of Services. ODD will send out an email message to all employees in regards to the course description, outcomes, dates, and location of these classes.

CLASS REGISTRATION

All employees are required to get approval from their supervisors before signing up for a class. Interested employees will sign up for classes through their Department Training Coordinator (see list on following page).

CLASS PARTICIPATION

Most classes will have a "target audience" for which the program was specifically designed. Acceptance into a class is based upon the following criteria:

- ❖ These specific designations are described as: everyone, supervisors, managers, professional staff, and specific groups such as designated trainers.

- ❖ This specific designation is usually identified by an employee job function, title and/or employment status; i.e., supervisor, manager, etc.

- ❖ Employees who fall outside of the "target audience" may also benefit from participation in certain classes. These employees will generally be accepted for enrollment provided they receive appropriate supervisory approval and sufficient training slots are still available for registration.

- ✓ Efforts will be made to serve a cross representation of employees from all locations, unless a class is being specifically scheduled for one specialized group of employees.
- ✓ Since class size is limited for all of the training programs, the sooner registration occurs the greater the likelihood of confirmation.
- ✓ Employees who show up to a class without having formally registered ahead of time risk the chance of not being admitted.
- ✓ All employees attending classes will receive a certificate of completion at the end of the class period.

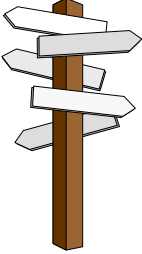





The Organizational Development Division (ODD) is located at 11484 B Avenue, Bldg 109-A, Auburn, 530.886.5270. ODD monitors the employee registration process for all courses offered.

LIST OF DEPARTMENT TRAINING COORDINATORS

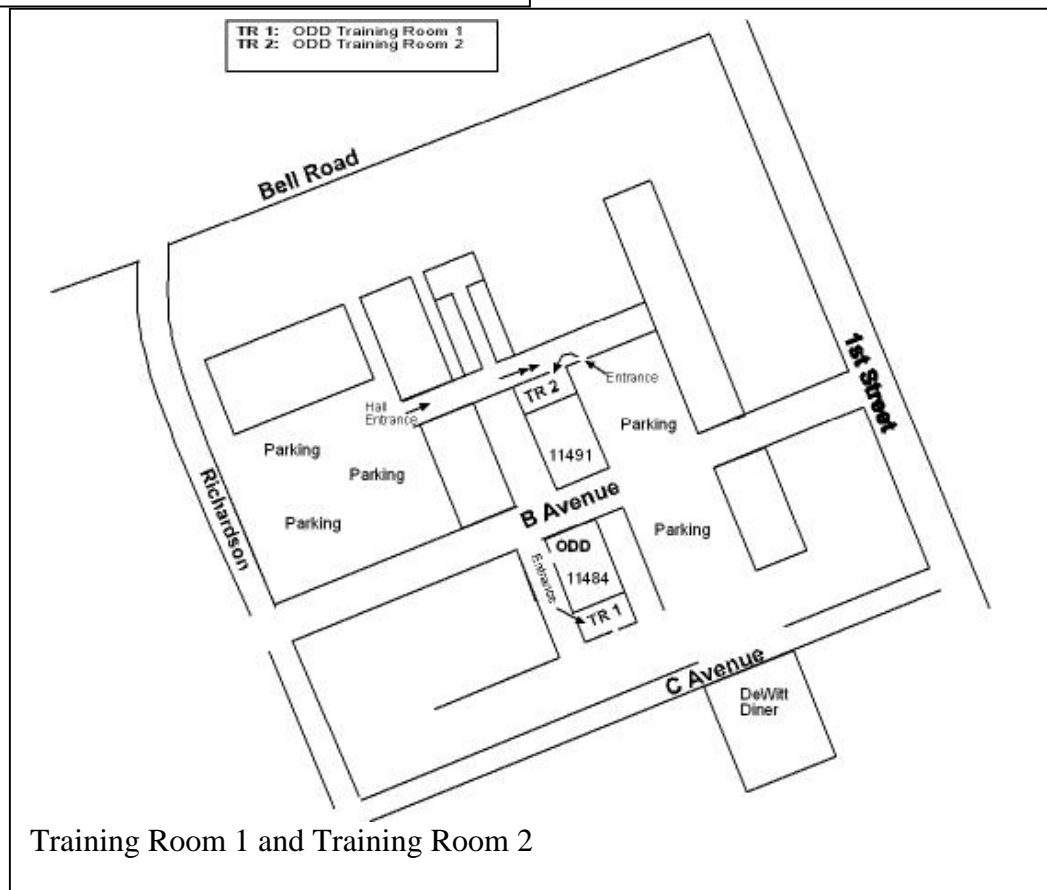
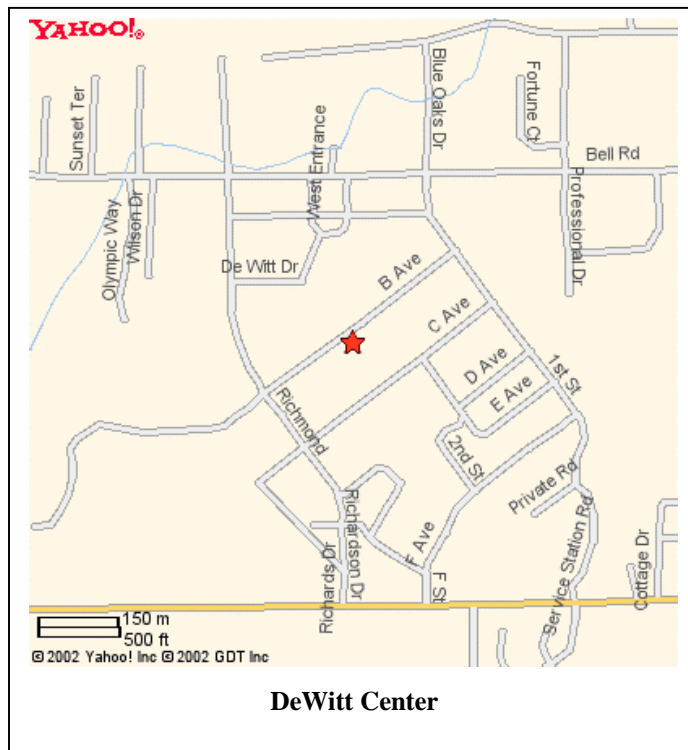
Department	Training Coordinator		Ext	Dept
Administrative Services	Neri	Nauenburg	4228	1
Agriculture	Peggy	Lowry	7372	2
Air Pollution	Charlene	Simpson	7112	73
Assessor	Devin	Conner	4347	3
Assessor	Jann	Lacroix	4355	3
Assessor	Doris	Parker	4349	3
Auditor	Barbi	Vigil	4161	4
Board of Supervisors	Vicki	Roush	4010	5
Building	Roni	Mullenix	3384	6
Building	Amy	Richie	3079	6
Building	Gail	Wood	7493	6
CEO (OES)	Dolores	McKendry	5300	9
CEO ODD Training Coordinator	Marquita	Mayfield	5270	9
Child Support Services	Kathy	Shealy	5776	24
County Clerk-Elections	Sue*	Dunbar	5662	7
County Clerk-Recorder	Shirley	Johnson	5693	7
County Clerk-Recorder	Lena	Platt	5684	7
County Counsel	Nanette	Caldera	4048	8
Courts	Nancy	Davis	1242	21
District Attorney	Jo Ann	Ewasko	7040	11
Facility Services	Kathy	Warmuth	6841	12
Farm Advisor	Joyce	Alderman	7395	13
Health & Human Services	Dawn	Merrell	1880	14
Library	Diane	McDonnell	4553	15
Museums	Melanie	Barton	6504	16
Personnel	Sam	Youmans	4678	17
Planning	Wanda	McKown	3071	6
Probation	Leslie	Heimbichner	7930	18
Public Works (DPW)	Debbie	Cary	7510	19
Sheriff	Judy	Anderson	7838	20
Sheriff		SRF Train	7838	20
Sheriff - Jail	Kelly	Leitzell	8514	20
Sheriff (Tahoe)	Don	Hutchinson	6314	20
Treasurer/Tax Collector	Cindy	Burrows	4138	22
Veterans	Fred	Murphy	7992	23

*No email available

GENERAL INFORMATION

<p>Facility Locations</p> 	<p>The Organizational Development Division Training Room 1 is located at 11484 B Avenue, Bldg 109-A, Auburn CA 95603. The nearest cross streets are 1st Street and Richardson Drive.</p> <p>The Organizational Development Division Training Room 2 is located at 11491 B Avenue, Auburn CA 95603 (directly across the street from Training Room 1). The nearest cross streets are 1st Street and Richardson Drive.</p> <p>See maps on the following page, or get directions on the internet at http://maps.yahoo.com/</p>
<p>Class Hours</p> 	<p>Classes are generally held from 8:30 to 12:00 or 1:00 to 4:30 for half-day classes, or 8:30 to 3:30 for a one-day class, unless otherwise noted. Class hours may vary, so please verify class times and dates with your department training coordinator.</p>
<p>Telephone</p> 	<p>Our telephone number is 530.886.5270, Fax 530.886.5272. Anyone who needs to reach you while you are in training may call our reception desk at the above number.</p>
<p>Special Considerations</p> 	<p>Our classroom temperature tends to fluctuate, so for your comfort, please dress in layers or bring a sweater. In consideration of participants with sensitivity to fragrances, please refrain from wearing cologne or fragrances while attending ODD classes. Please turn off pagers and cell phones during class time.</p>
<p>Parking</p> 	<p>There are limited parking spaces in the parking lots near the Training Rooms. So, please allow yourself extra time to find a parking space. There is a large parking lot at the corner of B Avenue & Richardson.</p>
	<p>Training Room 1 and Training Room 2 are accessible to persons with disabilities. Please notify ODD in advance specifying the nature of the impairment and accommodation you require.</p>

LOCATION FINDER



GENERAL TRAINING POLICIES

ALL EMPLOYEES PARTICIPATING IN COLLEGE CLASSES DURING WORK HOURS

It is the policy of Placer County to insure that all employees attending college classes during their regular working hours adhere to all requirements of the course syllabus as determined by the instructor of record as well as the County's attendance policy.

THE POLICY FOR ATTENDANCE IN CREDITED 1-UNIT COURSE

Participation is critical to facilitated learning, especially in a short course of eighteen (18) hours conducted over five class sessions; therefore, employees shall attend all five classes with zero (0) absences. An employee's supervisor and/or department head may be notified of any absences. Students who miss a class may petition the Organizational Development Manager in the event of an absence. The Organizational Development Manager and the Instructor of Record for the class shall determine excused absences on a case-by-case basis.

THE POLICY FOR ATTENDANCE IN CREDITED 3-UNIT COURSE

These three-unit courses consist of 54 hours of instruction scheduled over nine six-hour classes. One daytime class is equivalent to two three-hour sessions at Sierra College; therefore, attendance is taken in the morning and again in the afternoon after the lunch breaks. An employee can miss one full day of class (e.g., either one whole day, two mornings, two afternoons, or one morning and an alternative afternoon) without consequences. Any additional absences may result in notification to the employee's supervisor and/or department head. In the event of extenuating circumstances, a student may petition the Organizational Development Manager. The Organizational Development Manager and the Instructor of Record for the class shall determine excused absences on a case-by-case basis.

MANDATORY TRAINING FOR ALL NEW EMPLOYEES

In order to protect the County from liability, the New Employee Orientation (NEO) class is regarded as **MANDATORY** training and must be attended by all new personnel (except extra-help) within the first two months of their hire date. New employee orientation will generally be offered once per month through the Organizational Development Division. Employees will

be trained in Placer County organizational structure, procedures, activities, and Harassment and Violence in the Workplace policies, personnel, and liability issues.

Employees will register for the NEO at the time of their benefits processing with the Personnel Department. Employees will be expected to know the date, time, and location of the class and will present a notification to their supervisor.

Computer Ergonomics is a **MANDATORY** class for County employees who use a computer for 20+ hours per week. The class is also strongly recommended for supervisors of employees who spend most of their time on the computer and for all employees who use a computer at work or at home.

Driver Improvement class is **MANDATORY** for employees that drive County vehicles and strongly recommended for all that drive private vehicles on County business.

In addition, there are other **MANDATORY** training classes periodically scheduled for county personnel; e.g., Preventing Workplace Harassment.

CANCELLATION POLICY

If you are unable to attend a class, contact the Department Training Coordinator at least or minimum of 48-hours (two business days) prior to the class to either find a substitute or to cancel the registration.

LATE CANCELLATION POLICY

Cancellations received after the 48-hour (two business days) time period are subject to a \$50 no-show fee.

SUBSTITUTION POLICY

If an employee is registered for a class and unable to attend, the department may send another employee as a substitute. The substitute should meet the same prerequisites for the class. There is no need to make special arrangements with ODD for sending a substitute. The substitute should simply sign in on the class roster in place of the person originally registered. Please pass on any special pre-class material or instructions to the substitute. The substitute should then attend all class days. Please do not ask to have one person attend one day and another person attend another day of the same class.

NO-SHOW POLICY

The employees' department will be charged a "No Show" fee of \$50 if the employee does not cancel 48-hours (two business days) prior to the class or a substitute does **not** attend in the employees' place.

If a new employee fails to attend the NEO training, which is **MANDATORY**, a charge back of \$50 will be sent to the employee's department and their supervisor will be notified. Substitutes for mandatory classes are not allowed. If an employee misses a second mandatory class, the fee shall be raised to \$100. If there are extenuating circumstances why the employee missed the class, the training coordinator or representative of the department shall notify the Organizational Development Division in writing as to the facts of why the employee failed to attend. Failure to attend the class or respond to the absence could result in disciplinary measures.

SIGNING IN FOR CLASS

It is the policy of the Organizational Development Division and the County Executive Office that the responsibility for an employee's attendance at county sanctioned classes rest on the employee. An employee who attends class during county working hours has the responsibility for signing the class attendance sheet during class hours. Every effort will be made by the instructors to remind employees to sign the class attendance sheets. Failure to do so will result in a "No Show" charge being assessed to the department.

Should the employee believe that they did in fact attend the class in question, the employee will be responsible for writing an appeal to the manager of the Organizational Development Division stating their reason for not signing into class. A copy of any hand-outs distributed during class shall accompany the appeal as evidence of their attendance. The County Executive or designee will make the final decision whether to dismiss the charges.

ABSENCE FROM NON-CREDITED SERIES TRAINING CLASSES

Students who are seeking a certificate in the series classes are required to meet the following criteria:

- ✓ Students who participate in the series classes are allowed to miss one (1) class. However, students are expected to make up the missed class within one year from the date of the class. A student will not receive their certificate until all classes have been completed. It will be the student's responsibility to schedule themselves for their missed class. Additionally, for the **Advanced Management Practice** series all students are required to participate in the final session, the **Assessment Center** class, before a certificate will be issued. Students will need to notify the Organizational Development Division if they cannot attend the Assessment Center portion of this class series.

Training Classes

ANALYTICAL

TECHNIQUES FOR OPTIMAL PROBLEM SOLVING

Time: 1 day ~ 8:30 – 3:30

Employees use problem solving and decision-making skills in all aspects of their jobs. Learn how to overcome the normal obstacles to optimal decision making by studying the steps involved in the decision making process. Learn how and when to use several different problem-solving tools. Understand your own decision-making style and how to adapt different strategies to meet personal and business objectives.

At the end of this course, you will be able to:

- ✓ Explain how employees use decision making in all aspects of their jobs
- ✓ Describe the limits to perfect decision making
- ✓ Use the steps of the decision-making process
- ✓ Utilize different problem solving tools and decision making strategies to meet personal and business objectives
- ✓ Understand your own decision-making style

Who Should Attend: Everyone

COMMUNICATION

BREAKING COMMUNICATION BARRIERS: MALE/FEMALE, AGE, & CULTURE

Time: 1 day ~ 8:30 – 3:30

How can people that speak the same language perceive things so differently? Miscommunication in the workplace can be a real problem whether it is caused by gender, age, or cultural differences. Being aware of how you use words and how others perceive them can be a great advantage for any employee and may help to avoid conflicts, further your career, and build better relationships with coworkers, managers, and subordinates.

At the end of this course, you will be able to:

- ✓ Identify common communication styles associated with gender, age, and various cultures
- ✓ Understand how your own style might lead to misunderstandings
- ✓ Use more effective communication skills on and off the job

Who Should Attend: Everyone

COMMUNICATING IN TEAMS: SKILLS THAT MAKE A DIFFERENCE

Time: 1/2 day

How effective are your team communication skills? Is what you intend to say what your team members perceive?

Research has shown that teams can outperform individuals in planning, problem solving, and decision making, but only if they have methods to bring their ideas out in the open and discuss them creatively. Communication is the vehicle teams use to get their work accomplished. When teams work well together, ideas flow freely among the members and conflicts are surfaced and managed. When teams are not working well, often it is because team members are not communicating well.

The goal of this half-day workshop is to help participants develop their capacity to communicate in a team setting and to develop skills in solving common team communication problems.

At the end of this course, you will be able to:

- ✓ To become aware of the need to match what they intend to communicate and what their team members actually perceive
- ✓ To review guidelines for excellent team communication
- ✓ To assess themselves as effective listeners
- ✓ To practice sharpening their active listening skills
- ✓ To understand the impact of body language, tone of voice, and words used when communicating with team members
- ✓ To develop an action plan for using these new skills on the job

Who Should Attend: Everyone

COMMUNICATING WITH RESPECT**Time: 1/2 day**

Communication is the essential tool for productive working relationships. Communicating with each other effectively requires respect and a desire to treat and be treated with dignity.

Differences in perspectives require empathy techniques and can be opportunities to solve potential problems, when approached with respect for other's opinions and a healthy communication style.

At the end of this course, you will know:

- ✓ Communication styles of various people
- ✓ How perception modes are recognized
- ✓ Diffusing skills and verbal judo techniques
- ✓ How to avoid communication barriers
- ✓ How to gain empathy through understanding
- ✓ Respecting differences in personal views
- ✓ How consistency builds great expectations
- ✓ Understand why attitudes of caring produce great results
- ✓ Body language sends the real messages

Who Should Attend: Everyone**COMMUNICATING WITH YOUR INTERNAL AND EXTERNAL CUSTOMERS****Time: 1 day ~ 8:30 – 3:30**

Public sector organizations need to understand what customers expect and do not expect in any business encounter. Learn how to determine customer needs and exceed their expectations. You will practice new techniques for handling angry or demanding customers while presenting a positive image of your organization.

At the end of this course, you will be able to:

- ✓ Define what quality service means to you and your department
- ✓ Understand who your internal and external customers are and what they expect
- ✓ Use several different techniques to handle difficult customers
- ✓ Use different techniques to take care of "you" during difficult interactions

Who Should Attend: Everyone**COMMUNICATION SKILLS BUILDING****Time: 1 day ~ 8:30 – 3:30**

Having effective interpersonal communication skills is the key to a successful career. It is the foundation upon which all other skills are built. It is important that we review our interactions with others to help us to be effective in how our messages are sent and received. This interactive class will allow you to practice new skills and refresh old ones in a fun and friendly environment.

At the end of this course, you will be able to:

- ✓ Recognize the barriers to effective communication and how to overcome them
- ✓ Use active listening skills to deepen understanding
- ✓ Align your verbal and non-verbal communication
- ✓ Speak assertively without raising the defensiveness of others

Who Should Attend: Everyone**HOW WE COMMUNICATE WITHOUT SPEAKING****Time: 1/2 day**

Some of the most powerful communication occurs without speaking, writing, or transmitting information on a computer. This powerful part of communication is referred to as non-verbal communication. Also, it is always occurring through our body language, verbal intonation, and our use of space and time. By understanding non-verbal communication we can become a more skilled communicator and more effectively communicate with our customers, co-workers, and bosses.

At the end of this course, you will be able to:

- ✓ Analyze non-verbal communication for different interpretations of meaning
- ✓ Understand the role of perception in non-verbal communication
- ✓ Recognize the problems with conflicting verbal and non-verbal messages
- ✓ Identify some of your own non-verbal habits that may be hampering communication

Who Should Attend: Everyone

INTEREST-BASED COMMUNICATIONS**Time: 1 day ~ 8:30 – 3:30**

This class is designed for participants to develop and enhance communication skills that maximize the effectiveness of everyday communications, effectively address conflict in the workplace, and anticipate and prevent dysfunctional conflict through functional communication.

Using the skills of facilitation, participants will learn the steps of interest-based negotiations as a technique of effective communication; develop the skills to apply the technique; and practice the process in the context of real world issues.

At the end of this course, you will be able to:

- ✓ Upon completion of this class, participants will:
- ✓ Understand and possess the skills to communicate with an interest-based approach;
- ✓ Recognize the type of conflict or potential conflict which requires the intervention of interest-based techniques;
- ✓ Possess the skills to train and facilitate individuals and groups in using the interest based approach
- ✓ Understand and possessing the skills to use the interest-based approach in making or participating in the making of effective decisions

Who Should Attend: Everyone**INTERPERSONAL COMMUNICATION****Time: 1/2 day**

Interpersonal communication is the foundation for every workplace interaction. Effective communication is one of the most important skills employees should have in the 21st Century workplace. Effective communication begins with personal awareness and appreciating how our communication characteristics; i.e., our communication comfort zones, impact everything we do, and makes the difference between successful or failed interpersonal relationships in every area of our lives. This is a major "Aha" awareness and immediate communication improvement course that assists everyone to deal more successfully with co-workers, supervisors, and the public.

At the end of this course, you will be able to:

- ✓ Understand your own (and other's) interpersonal and workplace comfort zones
- ✓ Identify others comfort zones through verbal and non verbal clues
- ✓ Build and maintain rapport with anyone
- ✓ Understand male/female communication characteristics, and trading in relationship currencies, and
- ✓ Make an immediate positive difference in your communication success with others

Who Should Attend: Everyone

PERSUASIVE COMMUNICATION**Time: 1/2 day**

Providing information is one goal of communication but in the work setting you are often called upon to go a step further and engage in communication that persuades. Whether you are a new employee that would like to suggest a different approach or a seasoned manager that needs to defend a budget proposal, everyone can use a refresher on the development and delivery of persuasive communication.

At the end of this course, you will be able to:

- ✓ Describe the aspects of communication that make speech more persuasive
- ✓ Define a specific goal for your communication
- ✓ Develop an effective communication strategy by analyzing the attitude of your audience
- ✓ Support your views with reasons and facts to build credibility
- ✓ Deliver a speech with conviction

Who Should Attend: Everyone**SUCCESSFUL TELEPHONE AND EMAIL SKILLS: CONNECTING WITH YOUR CUSTOMERS****Time: 1/2 day**

Do you get tons of emails and telephone calls everyday? Ever feel like pulling the plug on your computer or telephone?

The telephone is an essential tool in today's business environment, and email has gained in usage over the last twenty years. They are primary modes of communication, yet are often abused, and misused ways of connecting with customers. Because they rely solely on the spoken or written word, without the reinforcement of visual expression, there are increased chances of misunderstandings resulting in poor customer service and/or customer dissatisfaction.

Good telephone and email usage cannot be assumed or taken for granted. They are, however, professional skills that can be learned and improved. The purpose of this half-day program is to provide guidelines for optimizing the quality of telephone and email communication. This workshop will address techniques that emphasize ways to increase credibility and cooperation to enhance service opportunities.

At the end of this course, you will be able to:

- ✓ To identify key components of an effective telephone voice
- ✓ To learn and practice business-telephone courtesy and techniques
- ✓ To identify unprofessional phrases and analyze how to correct them
- ✓ To review email guidelines and tips in order to make life easier for you and the recipients of your messages
- ✓ To develop a personal action plan incorporating these skills on your job

Who Should Attend: Everyone

THE POWER OF LISTENING**Time: 1/2 day**

When describing a good communicator, most people think of someone that speaks well. True communication however, requires the more difficult skill of effective listening. Listening effectively, or active listening, is learning how to understand what is being said from the speakers' point of view. Learning how to "active listen" can improve your interactions and responses to your customers, co-workers, and bosses.

At the end of this course, you will be able to:

- ✓ Recognize the process of active listening
- ✓ Use effective feedback techniques to clarify understanding
- ✓ Differentiate between inferences and facts
- ✓ Identify "what went wrong" in a failed communication

Who Should Attend: Everyone

CONFLICT MANAGEMENT

ACTIVE STRESS REDUCTION

Time: 1/2 day

This class will focus on ways to handle stressful situations both at home and in the workplace. You will learn to identify places in your body where tension is held and learn to release that tension through movement and breathing techniques. The goal is to become more responsive to situations instead of reacting in old, harmful patterns. *Please dress comfortable/casual and bring an exercise mat, towel, or blanket! *

At the end of this course, you will be able to:

- ✓ Identify the major sources of stress in your life
- ✓ Understand the physical and mental response to stress
- ✓ Use breathing techniques to break through the "stress loop"
- ✓ Use several effective techniques to relieve tension in the neck, shoulder, and lower back
- ✓ Practice techniques at your desk or place of work when the tension or stress gets too high

Who Should Attend: Everyone

ANGER MANAGEMENT

Time: 1 day ~ 8:30 – 3:30

This presentation deals with the emotion of anger and its unhealthy effect on personal and professional relationships. Anger can create multiple "victims" or it can be used positively to create understanding for self and others. How the transition can be made in a healthy manner is explored and be applied to the personal and professional aspects of life.

At the end of this course, you will be able to:

- ✓ Discover what anger is
- ✓ Learn how anger is exhibited verbally and non-verbally
- ✓ Learn ways to release anger healthfully
- ✓ Gain control of anger and move into "the perfect calm"

Who Should Attend: Everyone

TAKING THE CONFLICT OUT OF WORKING TOGETHER

Time: 1/2 day

Upset with the new employee? Irritated by a peer? And, what about that person in the other department? Even though it often feels uncomfortable, conflict can be healthy.

For conflict to be healthy, the basis for dealing with the conflict must be win/win. Conflict is unhealthy when it leads to distrust, anger, and withdrawal. These results usually mean that conflict has been approached on a win/lose basis.

The goal of this half-day program is to bring participants to the awareness that relationships with coworkers, supervisors, and clients merit the investment in time and energy required for disagreements to be resolved in such a way that both parties feel like winners. To this end, the program (a) helps participants to understand what they bring to the conflict situations they face in their professional lives, and (b) presents the opportunity for participants to learn effective conflict-resolution skills.

At the end of this course, you will be able to:

- ✓ Assess your conflict resolution styles
- ✓ Learn how to view others objectively
- ✓ Acquire skills in stating complaints and requesting change
- ✓ Practice cooperative forms of negotiation
- ✓ Develop a personal action plan for using these skills on the job

Who Should Attend: Everyone

MANAGING WORKPLACE CONFLICTS: YOURS AND THEIRS

Time: 1/2 day

Conflict is inevitable. Handled well, conflicts can bring about valuable understandings and change. Handled poorly, conflict can destroy morale, relationships, and productivity. Effective conflict resolution is one of the most important communication skills in the workplace. This course explores when to and when not to engage in conflict resolution, overcoming negativism, dealing with difficult customers or coworkers, ideal active listening, self-management, and four powerful, practical conflict resolution techniques that can be used immediately and in various settings.

At the end of this course, you will be able to:

- ✓ Evaluate the advisability of engaging in a conflict resolution process or not
- ✓ Understand why people get caught in negativism and how to overcome negativism
- ✓ Examine a conflict situation to determine if the problem is due to ability or attitude
- ✓ Apply one or more effective conflict resolution techniques to various conflict situations
- ✓ Know when to take a conflict situation to the next level up of authority

Who Should Attend: Everyone

MANAGING WORKPLACE ANGER

Time: 1/2 day

This class deals with the emotion of anger and its unhealthy effect on personal and professional relationships. Anger can create multiple "victims" or it can be used positively to create understanding for self and others. How the transition can be made in a healthy manner is explored and applied to the personal and professional aspects of life.

At the end of this course, you will be able to:

- ✓ Discover what anger is
- ✓ Learn how anger is exhibited verbally and non-verbally
- ✓ Learn ways to release anger healthfully
- ✓ Gain control of anger and move into "the perfect calm"

Who Should Attend: Everyone

PERSONAL SAFETY: DANGERS AND PRECAUTIONS

Time: 1 day ~ 8:30 – 3:30

An interactive course focused on hands-on "common sense" skills that anyone could use to develop personal protection and create safety behaviors in workplaces, schools, and neighborhoods. Participants learn important safety information that they can apply to understand how unexpected events occur and how to respond with confidence and skill to provide safer workplaces, schools, and neighborhoods.

At the end of this course, you will be able to:

- ✓ Understand important safety information
- ✓ Respond to threatening or harassing people
- ✓ Learn to extricate yourself and others from dangerous situations

Who Should Attend: Everyone

SUCCESS: CONFLICT & RESOLUTION

Time: 1/2 day

This course will teach participants that conflict is especially common in organizations because, by the very nature, organizations require social interaction between people with different goals, values, and backgrounds. The participants will learn how to give themselves and their staff a tactical edge in avoiding potentially dangerous situations and become more effective problem solvers.

At the end of this course, you will be able to:

- ✓ Understand what conflict is
- ✓ Learn what causes conflict
- ✓ Develop ways to successfully and peacefully resolve conflict
- ✓ Develop more confident and effective means of avoiding conflict

Who Should Attend: Everyone

TECHNIQUES IN REDUCING WORKPLACE STRESS**Time: 1/2 day**

This course is designed to educate the student on the impact of stress and the various reactions involved, as well as the various health promoting interventions and responses necessary to balance professional and personal lives. Through developing this balance, people can live and maintain a satisfied and happy professional career and life. The participants will learn about personal and professional support systems and how to get their lives "uncluttered."

At the end of this course, you will be able to:

- ✓ Define and identify stress
- ✓ Discover the difference between managing stress and controlling stress
- ✓ Learn the types of stress and the reactions to it
- ✓ Learn coping skills
- ✓ Learn various reactions and avoidance skills

Who Should Attend: Everyone

COLLEGE CREDIT CLASSES

Placer County, in collaboration with Sierra College, is pleased to offer college credited classes on site at Dewitt. These classes are taught by Sierra College instructors. The one-unit class consists of 18 hours of classroom instruction one day each week for 3 ½ hours, for five weeks. As with all for-credit Sierra College classes, homework and exams are part of this curriculum.

COACHING AND MOTIVATING EMPLOYEES

MGT210 Sierra College ~ Units: 1

Participants will learn how to create motivational work environments and why such environments are critical to sustaining high levels of individual performance and organizational productivity. This course will provide the foundation concepts in coaching and motivation and the contemporary applications used by organizations.

At the end of this course, you will be able to:

- ✓ Evaluate the relationship between individual needs and motivation
- ✓ Analyze the impact of the equity theory on behavior
- ✓ Determine when to use both extrinsic and intrinsic rewards to motivate
- ✓ Analyze alternative job designs by completing self assessment instrument and small group discussion
- ✓ Compare and contrast approaches to coaching employees for improved work performance

Who Should Attend: Supervisors, Professional Staff

CONDUCTING EFFECTIVE INTERVIEWS

MGT205 Sierra College ~ Units: 1

An overview of recruitment and the selection processes organizations use to screen and select applicants for employment. Participants will learn how to develop job analysis, prepare for oral interviews, and identify specific strategies for hiring.

At the end of this course, you will be able to:

- ✓ Compare and contrast recruitment and selection processes
- ✓ Analyze selected job and develop associated job description and specifications
- ✓ Examine the common steps of the selection process
- ✓ Plan and conduct a job-related interview through assigned case study
- ✓ Identify potential common hiring mistakes that can lead to legal problems

Who Should Attend: Supervisors, Professional Staff

DISCIPLINING EMPLOYEES

MGT225 Sierra College ~ Units: 1

This course will provide in-depth coverage of performance counseling, positive discipline, and negative discipline. Appropriate procedures for progressive discipline. Applying discipline principles including conducting a thorough investigation and documentation. Distinguishing between at-will and just-cause employees.

At the end of this course, you will be able to:

- ✓ Compare and contrast the main purposes/limitations and negative/positive forms of discipline
- ✓ Apply the main principles of effective discipline
- ✓ Determine mitigating factors in disciplining an employee
- ✓ Apply effective discipline concepts by writing sample documentation from hypothetical scenarios, and
- ✓ Conduct a disciplinary discussion

Who Should Attend: Supervisors, Professional Staff

EVALUATING EMPLOYEE PERFORMANCE**MGT220 Sierra College ~ Units: 1**

This course takes a look at the Supervisor's role in preparing and conducting performance appraisals, formal and informal appraisals; common methods of appraisal, effective performance discussions, and employee development.

At the end of this course, you will be able to:

- ✓ Identify the main purposes of performance appraisals
- ✓ Analyze various methods of formal appraisals and effectively document employee performance
- ✓ Observe and record employee behaviors
- ✓ Conduct an effective evaluation discussion
- ✓ Identify common errors and biases made in judging performance, and
- ✓ Write development goals

Who Should Attend: Supervisors, Professional Staff

IMPROVING WORK TEAMS**MGT060 Sierra College ~ Units: 3**

This course is the study of team-oriented and customer focused organizations. Topics in the course include common elements of high performing organizations, leading teams of employees, and viewing work processes as systems.

At the end of this course, you will be able to:

- ✓ Learn how to write a mission statement for an organization and identify values and interpersonal issues, customer-supplier relationships
- ✓ Evaluate an organization in terms of the role of its culture, structure, and leadership style
- ✓ Analyze work systems and their relationship to managing in a high performance environment
- ✓ Learn to research and identify high performance organizations

Who Should Attend: Supervisors, Professional Staff

LEGAL ASPECTS OF MANAGEMENT**MGT025 Sierra College ~ Units: 1**

This class introduces students to the employment rights and responsibilities of employers and employees in all sectors of the economy. The content includes legal aspects of hiring, discrimination, wage and hours, benefits, and health and safety.

At the end of this course, you will be able to:

- ✓ Recognize legal issues regarding the employment relationship
- ✓ Apply effective preparation techniques for the hiring cycle
- ✓ Appraise employment policies regarding workplace tolerance and interpersonal conduct
- ✓ Analyze wages, hours, benefits, and health and safety practices

Who Should Attend: Supervisors, Professional Staff

MANAGEMENT COMMUNICATIONS**BUS102 Sierra College ~ Units: 3**

This course is designed to give the students an overview of written and oral communications. It teaches students how to organize and write business letters, memoranda, short reports, resumes, and cover letters. Also, the course material includes a basic grammar review. The students participate through impromptu speeches, oral presentations, interviewing, group dynamics, assertiveness, and acquiring listening skills.

At the end of this course, you will be able to:

- ✓ Prepare a portfolio including routine business letters and memos in a logical, orderly manner
- ✓ Analyze a work-related problem by identifying the nature of the problem, learning to conduct research, and how to consider possible solutions
- ✓ Prepare for career planning by developing a resume and role playing in an interview
- ✓ Learn listening skills, decision making and conflict management

Who Should Attend: Everyone

MANAGEMENT: CONCEPTS AND APPLICATIONS

MGT001 Sierra College ~ Units: 3

A foundation course to help supervisors and managers explore management concepts in a contemporary perspective. The course includes the management topics of planning, decision-making, staffing, motivating, delegating, performance expectations, leadership, team building, and communication. In this course, students are given opportunities to practice newly acquired ideas and techniques in a highly participative environment.

At the end of this course, you will be able to:

- ✓ Define the major functions of management
- ✓ Explain the diverse responsibilities of supervisors
- ✓ Demonstrate the difference between effective versus poor supervisor
- ✓ Describe the similarities and differences between supervising individuals and supervising groups of employees
- ✓ Analyze common supervisory situations and prescribe potential solution
- ✓ Identify challenging workplace dynamics from an organizational behavior perspective

Who Should Attend: Supervisors, Professional Staff

MANAGING WORKPLACE CONFLICT

MGT215 Sierra College ~ Units: 1

This course is designed to teach participants the nature, causes, and levels of conflict in the workplace. Participants will practice techniques for detecting, understanding and resolving or managing conflict in positive ways; reactive and proactive solutions; conflict orientations and situations appropriate to their use, and collaborative problem solving.

At the end of this course, you will be able to:

- ✓ Analyze conflict in its various organizational forms
- ✓ Apply the principles of conflict to solve an unique work problem
- ✓ Use problem solving approaches to resolve issues identified
- ✓ Identify primary conflict management orientation by self assessment instrument
- ✓ Distinguish when to use which resolution techniques

Who Should Attend: Everyone

SMALL BUSINESS MANAGEMENT

MGT050 Sierra College ~ Units: 3

This course focuses on the practical aspects of starting and managing a small business. The course includes discussions on home-based service, "bricks and mortar," e-business, forms of ownership, franchising, and preparing a business plan; financing a business; accounting; marketing fundamentals; managing human resources; insurance; networking and communications.

At the end of this course, you will be able to:

- ✓ Distinguish the personal characteristics it takes to be a successful entrepreneur
- ✓ Compare and contrast four forms of ownership
- ✓ Analyze and identify target markets
- ✓ Interpret financial statements to evaluate financial solvency of a business
- ✓ Identify the four functions of management
- ✓ Learn the interpersonal communication skills needed for providing customer service

Who Should Attend: Everyone

THE NEW SUPERVISOR

MGT200 Sierra College ~ Units: 1

Participants will learn the basics of becoming a new supervisor; the contemporary roles of the supervisor; skills, functions, and activities of management, environmental influences on organizations and personal management skills.

At the end of this course, you will be able to:

- ✓ Compare and contrast the roles of contemporary and traditional supervisors
- ✓ Evaluate the four main functions of management
- ✓ Understand the essential competencies and common managerial activities from a system perspective
- ✓ Analyze environmental influences on organizations

Who Should Attend: Supervisors, Professional Staff

THE SUPERVISOR AS A TEAM LEADER**MGT240 Sierra College ~ Units: 1**

This course is designed to teach the participants team approaches to work toward organizational goals through effective leadership. Participants will learn leadership principles, roles, and behaviors of team development and specific work processes that encourage team-oriented work.

At the end of this course, you will be able to:

- ✓ Identify leadership roles that promote team development
- ✓ Analyze behaviors for effective leadership
- ✓ Compare and contrast the differences between working groups and teams through small group work
- ✓ Implement strategies for team building

Who Should Attend: Managers, Supervisors, Professional Staff

GENERAL

ADMINISTRATIVE SUPPORT CERTIFICATE PROGRAM

Time: 6-day Series ~ 8:30 – 12:00

The Administrative Support Certificate Program was developed as a response to the Training Needs Assessment Survey.

Courses were designed to teach administrative support personnel the skills to maximize their effectiveness within their respective departments.

The following sessions are scheduled to be part of this program:

- ❖ How We Communicate Without Speaking
- ❖ Writing Clear, Concise Correspondence
- ❖ Conflict Management
- ❖ Time Management
- ❖ Adjusting to a Changing Environment
- ❖ Tips for Optimal Problem Solving

At the end of this course, you will be able to:

- ✓ Work collaborate with others
- ✓ Respond to customers needs
- ✓ Present information to others
- ✓ Manage difficult customers
- ✓ Work toward department goals
- ✓ Remain open to new ideas
- ✓ Analyze information
- ✓ Identify problems
- ✓ Use logical reasoning
- ✓ Make decisions in a timely manner

Who Should Attend: Any employee in an administrative support position

CO-WORKER RELATIONSHIPS

Time: 1/2 day

This course explores relationship styles and how YOU affect your choice of career and possible success in the workplace. Relationships between supervisors and subordinates as well as peer relationships will be explored, with an eye on “maximizing the mission” while enjoying the journey.

At the end of this course, you will be able to:

- ✓ Learn relationship styles and types
- ✓ Learn communication skills and to develop rapport
- ✓ Learn to re-frame and see things from a different perspective
- ✓ Be able to move from conflict to cooperation by overcoming objections such as resistance and anger
- ✓ Learn to see the uniqueness in people

Who Should Attend: Everyone

DEALING WITH CHANGE

Time: 1/2 day

It’s ongoing, it’s stressful, and it’s here to stay. Like it or not, change is a part of every work environment and learning how to deal with it can make your job easier and enhance your career. Discover why some people thrive on it and others avoid it and learn how to make the transitions easier for yourself and others.

At the end of this course, you will be able to:

- ✓ Understand your own reaction to change
- ✓ Identify different personality characteristics that affect how people handle change
- ✓ Use techniques to handle the stress related to the transition of change
- ✓ Use techniques to help others accept change and adapt more quickly

Who Should Attend: Everyone

IMPROVING WORKPLACE RELATIONSHIPS**Time: 1 day ~ 8:30 – 3:30**

Behavior is closely linked to the motivation behind it. Understanding your motivational value system and that of others is key to relating to people in situations with deeper insight and greater effectiveness. Students will use the Strength Deployment Inventory (SDI®) to learn their valued relating style and learn ways to approach work issues through a better understanding of relationship awareness.

At the end of this course, you will be able to:

- ✓ Understand the motivation behind your relationship behavior and that of others
- ✓ Apply this knowledge to building better relationships with coworkers, customers, managers and subordinates
- ✓ Build on this knowledge to apply relationship awareness to teambuilding, project management, employee development, and conflict management

Who Should Attend: Managers, Supervisors, Professional Staff**INTRODUCTION TO GOVERNMENT ACCOUNTING AND AUDITING****Time: 1/2 day**

This class is going to discuss the unique aspects of state and local government environment that affect accounting, financial reporting and auditing. In particular, the class will focus on the auditing standards and generally accepted accounting principles as it relates to the financial reporting model, fund structure, basis of accounting and financial statement presentation.

At the end of this course, you will have a basic understanding of:

- ✓ Accounting and auditing concepts for state and local governments
- ✓ The funds for which you are responsible
- ✓ The comprehensive annual financial report

Who Should Attend

All department Administrative Service Officers (ASOs), managers, and senior accountants. ASOs and managers should decide which senior accountants should attend.

LET'S GET MOTIVATED!**Time: 1/2 day**

How do you survive the external factors that you can't control on the job and still have success? You tap into internal factors that you can control—your drive and self-motivation. These factors will positively fuel your performance because self-motivation is a key to your professional success. There is no mastery of techniques that will substitute for the lift of spirit and heightened performance that comes from strong motivation.

This one-half day program is designed to enable you to identify factors that influence your own internal motivation needs. Motivation theories are reviewed to broaden your understanding of individual motivation. You'll look for ways to become "charged" or "re-charged," and create a personal action plan.

At the end of this course, you will be able to:

- ✓ List reasons why you need self-motivation.
- ✓ Learn major theories of employee motivation and apply these theories to your workplace.
- ✓ Identify how you can become more motivated, or re-motivated.
- ✓ Develop a personal action plan to utilize this information on your job

Who Should Attend: Everyone

MAKING MEETINGS WORK: HOW TO PLAN, ORGANIZE, AND CONDUCT PRODUCTIVE MEETINGS**Time: 1/2 day**

The average individual in our society sits through 9,000 hours of meetings in a lifetime—yet most people groan at the thought of attending another meeting. Why?

Because meetings are often mismanaged—they get off track, are interrupted, take too much time, have unclear agendas, and lack effective leadership. While most of us spend a great deal of time preparing for the work we do, we spend almost no time learning how to conduct all of the meetings that accompany the process of getting our work done. In this one-half day program, participants will learn how to plan, organize, and conduct productive meetings. Included are steps for preparation of a meeting, developing an agenda, encouraging participation, handling counter-productive behaviors, and planning action for follow-up.

At the end of this course, you will be able to:

- ✓ Learn five key steps to planning and conducting meetings in order to maximize participation and achieve desired outcomes
- ✓ Increase your understanding of the differences between task and interpersonal issues in a group
- ✓ Plan an actual, upcoming meeting, and practice starting that meeting
- ✓ Learn ways to stay focused, as well as deal with group participation
- ✓ Review effective ways of concluding a meeting
- ✓ Develop an action plan to use the skills learned for effective meetings

Who Should Attend: Everyone**PROJECT MANAGEMENT FUNDAMENTALS****Time: 1/2 day**

The greatest value of a plan is the process, the thinking that went into it. This class will teach participants the fundamental process of planning any project, the terminology and tools used, and provide a template for success. Learn eight key project planning elements including identifying goals and roadblocks, time vs. cost management, and contingency planning.

At the end of this course, you will be able to:

- ✓ Set clear project goals and objectives
- ✓ Improve project cost and time performance by eliminating unnecessary tasks
- ✓ Correctly assign resources using single-point accountability
- ✓ Use basic project management tools
- ✓ Plan around problems before they arise
- ✓ Significantly increase the likelihood of project success

Who Should Attend: Everyone

RESPECTING SENSITIVITY IN THE WORKPLACE**Time: 1/2 day**

Employee's bias and prejudgment can cloud the workplace with negativity. The fact is... everyone *is* different. Employees enter the workplace with different backgrounds, experiences, ideas, and talents. The key ingredient to harmony in the workplace is recognizing how we all fit in, and how each person plays an additive role and their contribution to the group as a whole.

The goal of this class is to raise the sensitivity and understanding of our differences by discussing personal and professional bias with respect to age, disabilities, gender, economical, and educational differences. In addition, you will be provided the tools and remedies needed to respect diversity in the workplace.

At the end of this course, you will be able to:

- ✓ Understand why diversity demands respect
- ✓ Apply essential human values to raise professional and personal standards
- ✓ Communicate with harmony and rapport
- ✓ Apply a framework of tolerance
- ✓ Understand why differences matter
- ✓ Practice guidelines for maintaining sensitivity
- ✓ Quickly resolve conflicts

Who Should Attend: Everyone

TIME MANAGEMENT: GETTING THE MOST OUT OF YOUR DAY**Time: 1/2 day**

The bad news is time flies. The good news is you're the pilot! In today's workplace, everyone is expected to do more, to work harder, smarter, faster! Feel like you're losing the battle? Managing multiple priorities is a process of constantly asking, "what is more important," and arranging priorities to reflect each choice.

This program is for anyone who wants help with time crunch frustrations in order to become more effective at work and at home. You will learn the skill of setting goals and priorities so you can focus on what's important. You will also find ways to manage your workday and the challenges we face today including constant changes and growing workloads.

At the end of this course, you will be able to:

- ✓ Better realize and work with your own attitudes toward time
- ✓ Learn to plan time by setting goals and priorities
- ✓ Identify your procrastination patterns, time wasters, and clutter style
- ✓ Better manage email, and create a filing system that works

Who Should Attend: Everyone

MANAGEMENT & SUPERVISION

ADVANCED MANAGEMENT PRACTICES (AMP)

Time: Series ~ 7 days ~ 8:30 – 3:30

The purpose of this series of classes is to provide management and professional staff an opportunity to learn and apply modern management techniques to their job. This series consists of seven management topics, with an emphasis on enhancing the employee's communication, analytical, and conceptual skills. These management topics include:

- ❖ Interest Based Communication
- ❖ Group Dynamics – Meetings
- ❖ Coaching and Counseling
- ❖ Advanced Personnel Practices
- ❖ Public Presentations
- ❖ Strategic Management

At the end of this course, you will be able to:

- ✓ Learn the techniques and how to apply interest based communication
- ✓ Develop the strategies to create effective strategic planning
- ✓ Teach the skills, knowledge, and mindset to lead and participate in efficient meetings
- ✓ Create a public presentation to the Board of Supervisors
- ✓ Compare and contrast approaches to coaching employees for improved work performance

Who Should Attend: Managers, Supervisors

AN INTRODUCTION TO THE ART OF COACHING TO ENHANCE EMPLOYEE PERFORMANCE

Time: 1 day ~ 8:30 – 3:30

This course will highlight key concepts of the coaching process. Developing work teams that can adapt to change and respond quickly to customer's needs are necessary in today's business environment. Coaching is an essential skill that will provide managers the means to successfully motivate and enhance team performance.

At the end of this course, you will be able to:

- ✓ Describe what coaching is
- ✓ Understand how coaching can enhance performance
- ✓ Identify the types of management situations that will respond to coaching
- ✓ Develop coaching-style questions
- ✓ Apply the coaching questions in a skill-building session

Who Should Attend: Managers, Supervisors, Professional Staff

CREATING AND MAINTAINING AN EFFECTIVE TEAM

Time: 1 day ~ 8:30 – 3:30

Working in teams and leading teams can be a challenge for many employees and managers. Learn the basics of group dynamics and team development and see how teams with effective processes and leadership can overcome obstacles to become highly motivated and productive.

At the end of this course, you will be able to:

- ✓ Challenge employees to improve working as a team
- ✓ Develop and promote a team-type environment
- ✓ Coordinate team efforts to reach a common goal
- ✓ Manage different team cultures and work styles
- ✓ Understand that your department is one team, working toward multiple goals with one central mission

Who Should Attend: Managers, Supervisors, Professional Staff

INTRODUCTION TO SUPERVISION I**Time: 4-day Series ~ 8:30 – 4:30**

This is a four-day series of eight half-day classes designed to provide new supervisors or leads with the skill-building tools to master the job of supervision. Learn how to make the transition between an employee and a supervisor. Topics will include:

- ❖ Stepping Up to Supervisor
- ❖ Team Building
- ❖ Personnel Policies
- ❖ Customer Service
- ❖ Communication
- ❖ Conflict Resolution
- ❖ Safety Procedures
- ❖ Problem Solving

Two of the classes focus on Placer County's Personnel procedures/policies, workplace violence, and safety issues.

At the end of this course, you will be able to:

- ✓ Learn the skill sets necessary to be an effective supervisor
- ✓ Practice making optimal decisions with a customer service focus
- ✓ Maintain teamwork in your employees through collaboration, building trust and understanding of your team's goals/purpose and accountability
- ✓ Understand Placer County's Personnel procedures and policies and the importance of workplace safety

Who Should Attend: Supervisors, Professional Staff

INTRODUCTION TO SUPERVISION II**Time: 4-day Series ~ 8:30 – 4:30**

This is the second half of our Supervisory Series of classes and is intended for supervisors who have participated in Introduction to Supervision I. This is a four-day series of classes that presents ideas, techniques, and tools for supervisors to maximize their effectiveness in managing employees. Topics to be covered in this series will include:

- ❖ Orientation
- ❖ Breaking Communication Barriers
- ❖ The Art of Delegation
- ❖ Leadership/Ethics
- ❖ Coaching & Counseling
- ❖ Motivation
- ❖ Personnel Practices II
- ❖ Supervising in a Unionized Workplace
- ❖ Safety Procedures

In addition, participants will learn about the role of the Labor Union and supervision, and some of Placer County's advanced personnel practices and safety procedures. Participants will benefit from networking and discussions with other Placer County supervisors.

At the end of this course, you will be able to:

- ✓ Learn how to identify and understand common communication styles associated with gender, age, and various cultures
- ✓ Practice a six-step model for effective delegation and become aware of the eight skills necessary to delegate responsibilities
- ✓ Increase your knowledge of major theories of motivation and how to apply these theories for motivating your employees
- ✓ Learn how to direct subordinates to meet organizational goals through effective coaching practices
- ✓ Understand and apply 10 guiding principles for managing ethics and practice using ethical power

Who Should Attend: Supervisors, Professional Staff

ON-THE-JOB TRAINING: A STRUCTURED APPROACH

Time: 1/2 day

Need help increasing your effectiveness in training employees on a one-to-one basis? Today's workplace is a rapidly changing environment. Financial constraints and downsizing sometimes curtail or eliminate formal training programs. Haphazard training methods such as shadowing, in which a new employee follows another employee, often have proven inadequate—they just have not provided the necessary training. As a result, concerns regarding time, money, and a lack of qualified personnel mean a greater emphasis on on-the-job training to shorten the job-related learning cycle.

This half-day program is designed to help managers, supervisors, and designated trainers increase their effectiveness in training employees on a one-on-one basis. Training is an ongoing process that takes many forms, from assigning new members, to functioning teams, to retraining workers, to learn new and different skills. This program gives participants the tools and techniques for a systematic and active approach to training employees on the job ...regardless of the situation.

At the end of this course, you will be able to:

- ✓ Learn a flexible framework for training people on the job
- ✓ Examine the unique characteristics of the adult learner
- ✓ Develop skills to ensure employees learn and use new skills
- ✓ Use positive reinforcement to strengthen the new skills
- ✓ Formulate a personal action plan for using these new skills when training others on the job

Who Should Attend: Managers, Supervisors, Professional Staff

SKILLS OF FACILITATION

Time: 1 day ~ 8:30 – 3:30

When organizations move toward employee involvement, either formally or informally, group dynamics become a major factor in improvement. The facilitator in a work team is the person responsible for focusing the group's efforts toward its objectives.

A facilitator is an individual who is responsible for structuring teams, groups or task forces, and their activities so as to allow for their success in attaining organizational goals and objectives. Facilitators are primarily organizers and communicators, with a special expertise in-group dynamics.

This class will differentiate facilitation from training and presenting; provide participants opportunity to define, explore, and experience the skills of facilitation.

At the end of this course, you will be able to:

- ✓ Differentiate facilitation skills and application from training and presenting;
- ✓ Have the skills to facilitate groups for effective outcomes;
- ✓ Understand and apply the concept of facilitator as using self as tool—facilitating process while remaining apart from the content

Who Should Attend: Managers, Supervisors, Professional Staff

SKILLS OF FACILITATION ~ ADVANCED

Time: 1 day ~ 8:30 – 3:30

This training is geared to individuals who have training and experience in facilitation of groups in a variety of venues. The training addresses facilitation skills for team leaders, around group dynamics, and in the context of conflict resolution. It is participatory and will call upon participants to present actual case studies for analysis and application.

Following brief overview of training materials previously used by the participants, the techniques, methods, and applications will be experienced in hands on, real-world scenarios provided from the experience of the participants.

At the end of this course, you will be able to:

- ✓ Enhanced facilitation skills which can be applied in a variety of settings
- ✓ Greater understanding of how and when facilitation skills are best applied for desired outcomes
- ✓ Realized opportunity to apply facilitation skills with feedback and coaching from peer facilitators

Who Should Attend: Managers, Supervisors, Professional Staff

**THE ART OF DELEGATION:
EFFECTIVE GUIDANCE FOR YOUR
EMPLOYEES****Time: 1/2 day**

Are you asking, "Why don't my employees do what they are supposed to do?" Unfortunately many managers and supervisors answer, "They just aren't cut out for the job—I'll have to do it myself." Yet, rather than blaming others, there may be flaws in your process of delegating assignments. In delegations that have gone wrong, the delegator usually has omitted one or two critical steps. Clear guidelines on how to delegate effectively can increase the success of delegation and build confidence for both managers and their employees.

This half-day program is intended for first-line supervisors and managers who have had experiences delegating assignments or responsibilities to their direct reports. It teaches eight steps that enable supervisors and managers to delegate effectively. Program participants also assess their attitudes and current practices as delegators and, through experiential activities, explore how to communicate effectively.

At the end of this course, you will be able to:

- ✓ Assess yourselves as delegators of responsibility
- ✓ Increase your awareness of key delegation communication skills
- ✓ Learn eight important ingredients of effective delegation
- ✓ Practice a six-step model of effective delegation
- ✓ Develop a personal action plan for using these skills on the job

**Who Should Attend: Managers, Supervisors,
Professional Staff**

GOLD COUNTRY CONSORTIUM

Liebert Cassidy Whitmore, a professional law corporation specializing in the legal aspects of training, provides the Gold Country Consortium training sessions.

ISSUES AND CHALLENGES REGARDING DRUGS & ALCOHOL IN THE WORKPLACE

Time: 1/2 day

This workshop is geared toward helping public agency managers deal with the challenges relating to the impact of drugs and alcohol on the workplace environment, with an emphasis on the following topics:

- ❖ When and whom may an employer test for drugs and alcohol;
- ❖ Random drug and alcohol testing;
- ❖ Reasonable suspicion;
- ❖ Establishing a drug and alcohol policy;
- ❖ Legal and practical considerations in implementing a drug and alcohol policy;
- ❖ Last chance agreements; and
- ❖ DOT Regulations

A comprehensive workbook will be included with this workshop.

Who Should Attend: Managers and Supervisors

LABOR CODE 101 FOR PUBLIC AGENCIES

Time: 1/2 day

The California Labor Code is far from clear as to which of its provisions apply to local government agencies, such as cities, counties, special districts, community college and school districts. The problem becomes more difficult as the Legislature adds new laws that fail to specify whether they apply only to private employers, public employers, or both. For example, while local agencies are not required to comply with most state wage and hour laws, the state minimum wage now applies to all local agencies. This workshop will include several interactive case studies and a true/false test regarding many Labor Code sections frequently cited by employees or employee associations and unions to stress the concepts which public agencies deal with on a regular basis.

This workshop will explain which parts of the California Labor Code impact public agencies on a daily basis, including:

- ❖ is your vacation policy lawful?
- ❖ do floating holidays vest like vacation does?
- ❖ does the new off-duty conduct law apply to public agencies?
- ❖ how soon do public agencies have to provide final paychecks?
- ❖ do the Labor Code provisions regarding victims of domestic violence apply?
- ❖ which parts of the state wage and hour laws apply to public agencies?

Who Should Attend: Managers and Supervisors

MANAGING OVERLAPPING LEAVE LAWS AND THE DISCIPLINE PROCESS

Time: 1 day

This advanced-level workshop focuses on how to handle complex issues that result when legally-mandated leave obligations seem to clash with the need to take legitimate disciplinary action against employees. It will include:

- ❖ Discussion of the impact of leave laws, including FMLA, CFRA, FEHA, ADA, the Workers' Compensation Act, and PERS, on employee discipline
- ❖ How to develop a proactive and comprehensive leaves-management plan
- ❖ Steps for coordinating agency discipline procedures with leave laws
- ❖ Preventive strategies for reducing liability exposure in leaves-and-discipline situations BEFORE they happen
- ❖ Practical approaches to common leaves-and-discipline scenarios
- ❖ An overview of must-have policies and procedures

This workshop is designed for upper-level managers, personnel staff and agency counsel who: 1) are already familiar with basic leave and discipline laws; and 2) directly carry out or advise on leave laws and employee discipline. This interactive workshop makes extensive use of case studies and simulations to facilitate audience participation. This workshop also includes a question-and-answer session in the last segment, so attendees are encouraged to bring questions and problems for discussion.

Who Should Attend: Managers and Supervisors

NEW LEGAL ISSUES YOU NEED TO KNOW A WORKSHOP BY EXPERTS FOR PUBLIC SECTOR EXECUTIVES

Time: 1/2 day

The California Labor Code is far from clear as to which of its provisions apply to local government agencies, such as cities, counties, special districts, community college and school districts. The problem becomes more difficult as the Legislature adds new laws that fail to specify whether they apply only to private employers, public employers, or both. For example, while local agencies are not required to comply with most state wage and hour laws, the state minimum wage now applies to all local agencies. This workshop will include several interactive case studies and a true/false test regarding many Labor Code sections frequently cited by employees or employee associations and unions to stress the concepts which public agencies deal with on a regular basis.

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- ❖ How soon do public agencies have to provide final paychecks?
- ❖ Do the Labor Code provisions regarding victims of domestic violence apply?
- ❖ Which parts of the state wage and hour laws apply to public agencies?

Who Should Attend: Managers and Supervisors

PRIVACY ISSUES IN THE WORKPLACE**Time: 1/2 day**

An employee's right to privacy and management's right to be informed present many complex issues. This workshop guides managers through the maze of laws and court decisions dealing with these issues. This workshop was designed for you if you're in upper level management, a human resources manager on employment relations and risk management staff or agency legal counsel. In this workshop, you'll be given clear guidelines relating to privacy issues such as:

- ❖ Polygraphs
- ❖ Pre-employment inquiries
- ❖ Employee personnel files and records
- ❖ Searches of employee property and work stations
- ❖ Drug/alcohol testing
- ❖ No smoking rules
- ❖ Medical and psychological examinations and access to/use of related records
- ❖ Access to and/or use of criminal records and police internal affairs files
- ❖ Regulation of off-duty conduct and relationships
- ❖ Restrictions on outside employment
- ❖ Residency restrictions

In addition, particular emphasis is placed on a newly developing area of law—privacy issues in the computerized workplace. A comprehensive workbook accompanies the workshop—including practical, supportive materials that can be used on the job to protect both management's rights and employee privacy rights.

Who Should Attend: Managers and Supervisors

PERSONAL DEVELOPMENT

DEBT ELIMINATION AND PERSONAL FINANCIAL MANAGEMENT

Time: 1/2 day

This Personal Finance Seminar is better than a stress reduction seminar which focuses on managing the symptoms of stress—this valuable training teaches employees (and families) how to use the money they are already earning to ELIMINATE ALL THEIR DEBT, which is the leading cause of stress in their career, their marriages, their relationships—basically, their whole life.

At the end of this course, you will be able to:

- ✓ Learn to pay off all debt, including a home mortgage, in five to seven years
- ✓ Learn the step by step Debt Elimination Plan
- ✓ Regain ownership of your life and future and improve health and relationships
- ✓ Become less vulnerable to economic changes

Who Should Attend: Everyone

GET THAT JOB! INTERVIEWEE TIPS

Time: 1 day ~ 8:30 – 3:30

An interactive course to learn the basic strategies and tactics on how to effectively prepare for an interview. Learn some of the do's and don'ts of application and resume writing, understand the different types of interview questions, and develop effective communication skills to get that job!

At the end of this course, you will be able to:

- ✓ Prepare for an interview
- ✓ Understand the different types of interview questions and the most effectively way to respond
- ✓ Do's and Don't of interview conduct
- ✓ Understand the different types and characteristics of nonverbal communication

Who Should Attend: Everyone

PLANNING YOUR CAREER: WHAT DO YOU WANT TO DO?

Time: 1 day ~ 8:30 – 3:30

If you have been thinking about a career or position change and are not quite certain of what that change could/should be, than this workshop is for you. Together we will assess your skills, values, and interests in order to consider the best and most realistic career choices for you. Networking with other participants you may develop some contacts in preparation for your change.

In this workshop we will take some initial steps toward the preparation of a resume, but we will not put a resume together. The focus will be more on taking a hard look at where you are now and where do you want to go?

At the end of the course you will be able to:

- ✓ Evaluate the skills and knowledge you have
- ✓ Know what skills you prefer to use
- ✓ Key into what type of change would be best for you
- ✓ Consider several directions for change
- ✓ Be able to tell others the kind of work you want to do
- ✓ Know how to contact other (network) for career information

Who Should Attend

Anyone who has considered making a change such as:

- ✓ Finding a new work/career direction
- ✓ Developing new skills
- ✓ Going back to school
- ✓ Moving up to the next level

UNDERSTANDING YOURSELF AND OTHERS ~ I, INTRODUCTION

Time: 1 day ~ 8:30 – 3:30

This course will introduce you to the internationally used Myers-Briggs Type Indicator (MBTI). The basic principles help us understand how we come across to others and how we sometimes irritate each other. Get beyond expectations, differing opinions, communication breakdowns, and the diverse ways that people communicate. Learn what motivates you and others through interactive and self-affirming exercises.

At the end of the course you will be able to:

- ✓ Recognize differences in the way we talk to each other
- ✓ Appreciate your own style of communication
- ✓ Realize how differences in communication style can be irritating and, be able to cut the other person some slack
- ✓ Recognize what makes some people easy to work with and others a constant challenge
- ✓ Understand that some of the qualities that surprise or dismay you about yourself are really just fine

The goal of this workshop is to identify the differences between normal, healthy people that can be a source of much misunderstanding and miscommunication. Learn not only why others may irritate you, but also how you might be irritating others and what you can do about it.

“Know Thyself” – Socrates

Who Should Attend: Everyone

UNDERSTANDING YOURSELF AND OTHERS ~ II, ADVANCED

Time: 1 day ~ 8:30 – 3:30

If you participated in the introductory Understanding Yourself and Others workshop, you already know how much you learned and how much fun we had. The goal of this workshop is to refresh, reinforce, and heighten your ability to apply the principals of the Myers-Briggs Type Indicator (MBTI) to your relationships.

At the end of this course, you will be able to:

- ✓ Apply ‘Type’ as a tool for observing behavior and analyzing relationship problems
- ✓ Be aware of the effects of co-workers values and goals on group efforts
- ✓ Recognize the strengths/weaknesses of group members and their potential contribution to achieving their/group goals
- ✓ Demonstrate the usefulness of the MBTI for working with:
 - ❖ Conflict
 - ❖ Team Culture
 - ❖ Decision Making
 - ❖ Communication
 - ❖ Change
 - ❖ Group Problem Solving

Please bring the handouts/workbook from previous MBTI workshops with you and know your ‘Type’ preferences. The MBTI will not be offered at this time

Who Should Attend: Everyone, Entire Departments, Supervisors, Managers, Professional Staff

Advisory: Those who have taken Understanding Yourself and Others I, or have previous experience and understanding of the Myers-Briggs Type Indicator (MBTI)

SAFETY

COMPUTER ERGONOMICS

Time: 1/2 day

After spending long hours at the computer, do you experience eyestrain and/or wrist, neck, and back pain? The risk of developing these potentially chronic musculoskeletal problems can be greatly reduced through proper ergonomic modifications to the workstation and understanding proper body mechanics.

At the end of this course, you will be able to:

- ✓ Understand what ergonomics is
- ✓ Learn some of the risk factors and hazards
- ✓ How to conduct an ergonomic evaluation and complete a hazard assessment
- ✓ Learn prevention and control measures
- ✓ Identify some of the ergonomic equipment options

Who Should Attend: MANDATORY for County employees who use a computer for 20+ hours per week. The class is also strongly recommended for supervisors of employees who spend most of their time on the computer and for all employees who use a computer at work or at home.

CPR AND FIRST AID

Time: 1 day ~ 8:30 – 5:00

This course is designed to teach participants the basic first aid instructions for the layperson, which covers CPR, medical emergencies, and basic care for adults. This class material has been up-dated to instruct participants in the newest 2000 CPR guidelines. "Please dress comfortable/casual."

At the end of this course, you will be able to:

- ✓ Perform CPR with ease and without hesitations
- ✓ Be able to successfully care for someone due to an illness
- ✓ Become familiar with the automated external defibrillator (AED)

Who Should Attend: Everyone

DRIVER IMPROVEMENT TRAINING

Time: 1/2 day ~ 8:30 – 11:30

The number one cause of workplace-related fatalities is motor vehicle accidents. This class is designed to improve each participant's ability to prevent motor vehicle accidents and minimize injury and property losses.

At the end of this course, you will be able to:

- ✓ Learn how to manage risk when driving
- ✓ May receive an Insurance Discount
- ✓ Learn how to better manage emergency situations; e.g., problem drivers, road rage situations, tail gaters and vehicle failures.
- ✓ Learn "how to go" on ice and snow

Who Should Attend: MANDATORY for employees that drive County vehicles and strongly recommended for all that drive private vehicles on County business.

PROFESSIONAL ASSAULT RESPONSE TRAINING (P.A.R.T.)

Time: 2-day Series ~ 8:00 – 5:00

This class is a two-day program designed for any person working in a department that serves potentially angry or frustrated customers. It is a fact that persons who have thought about the possibility that they can be assaulted, and have received appropriate training, are less likely to be injured or unnecessarily injure someone else. This knowledge creates a more valuable employee. (Please note that this is not a self-defense class.)

At the end of this course, you will be able to:

- ✓ Understand the reasons people commit violent acts
- ✓ Recognize the verbal and non-verbal messages and warnings that usually precede an assault
- ✓ Understand that good customer service and professional conduct will minimize the threat of violence in the workplace
- ✓ Evade or deflect the attempted strikes of an assailant, obtain release from someone who has grabbed you, and effectively escape the situation
- ✓ Understand your RIGHT to protect yourself, the RIGHTS of the assailant, and LIABILITY issues if an assault occurs

Who Should Attend: Everyone

Students should wear comfortable (gym) clothing and gym shoes.

PROMOTING SAFETY THROUGH CONTINUOUS TRAINING

E-LEARNING

CEO Risk Management presents to Placer County employees E-Learning—a Web-based training tool for “anytime, anywhere” access to quality safety training.

E-Learning safety courses are OSHA-compliant. They do not replace accredited programs.

Access to courses is determined by job needs. There is a \$4 per user fee for HIPPA and HAZMAT courses.

- ✓ On demand, continuous safety training
- ✓ Average 25 minutes per course
- ✓ Augments in-class and acts as refresher
- ✓ Safety training applicable for office, field, and construction.

E-LEARNING COURSES (PARTIAL LISTING)

- ✓ Absences from the Workplace
- ✓ Asbestos Awareness
- ✓ Basic First Aid
- ✓ Basic Respiratory Protection
- ✓ Blood borne Pathogens
- ✓ Cardiopulmonary Resuscitation (CPR)
- ✓ Chemical Safety
- ✓ Compressed Gases
- ✓ Confined Spaces
- ✓ Disability in the Workplace
- ✓ Discrimination-Free Workplace
- ✓ Driver Safety
- ✓ Drug-Free Workplace
- ✓ Electrical Safety
- ✓ Emergency Response
- ✓ Environmental Management
- ✓ Excavation, Trenching and Shoring Safety
- ✓ Fall Protection
- ✓ Fire Safety
- ✓ Flammable Liquid Safety
- ✓ Forklift Operator Training
- ✓ Hand and Power Tool Safety
- ✓ Hazard Communication
- ✓ HAZWOPER
- ✓ Hearing Conservation
- ✓ Incident Investigation
- ✓ Indoor Air Quality
- ✓ Industrial Ergonomics

- ✓ Laboratory Safety
- ✓ Ladder Safety
- ✓ Lead Awareness
- ✓ Office Ergonomics
- ✓ Personal Protective Equipment
- ✓ Radio Communications
- ✓ Safety Audits
- ✓ Sexual Harassment for Employees
- ✓ Slips, Trips and Falls
- ✓ Violence in the Workplace
- ✓ EWT – Electrical Clearances
- ✓ EWT – Grounding
- ✓ EWT – Personal Protective Equipment
- ✓ Medical – AIDS in the Workplace
- ✓ Medical – Americans with Disabilities Act
- ✓ Medical – Back Care/Ergonomics
- ✓ Medical – Patient Rights
- ✓ Medical – Latex Allergy

For more information regarding E-Learning courses, contact:

CEO Risk Management Division
11491 B Avenue ~ Auburn CA 95603
530.886.2600

WRITING

WRITERS' WORKSHOP: ADVANCED EFFECTIVE WRITING SKILLS

Time: 1 day ~ 8:30 – 3:30

As most people have found, the longer one holds a position, attains more responsibility, or is promoted, the more one writes. Furthermore, the level of writing required becomes increasingly complex. This seminar has been designed for the business writer who is faced with projects beyond correspondence and emails. Together, we explore the more sophisticated aspects of business writing: logical fallacies, bias and ethics, targeting end readers, and determining purpose. We review the proper formats for reports, proposals, grants, and procedures, and decide on the most appropriate strategy for different projects. Participants are encouraged to bring writing projects to class to work on.

At the end of this course, you will be able to:

- ✓ Decide on your purpose: to inform, or to argue
- ✓ Consider your audience for the proper approach.
- ✓ Outline your message functionally
- ✓ Analyze writing for logical fallacies
- ✓ Select a professional format for your project

Who Should Attend: Everyone

WRITERS' WORKSHOP: EDITING AND PROOFREADING: TECHNIQUES AND TACTICS

Time: 1 day ~ 8:30 – 3:30

This course presents practical solutions for creating error-free documents. In one day, participants will cover the basics of editing from deadlines to final drafts. We then turn our attention to proofreading tips that will end embarrassing mistakes discovered after a writing piece is printed or delivered. Your documents will be clean, polished, and professional.

At the end of this course, you will be able to:

- ✓ Evaluate documents for content: information, analysis, and balance
- ✓ Edit for readability: appeal concreteness and clarity, color and tone
- ✓ Assess impact: enlightenment, force, and relevance
- ✓ Proofread for perfection: learn the Six Must-Know proofreading techniques for spotting errors

Who Should Attend: Everyone

WRITERS' WORKSHOP: EFFECTIVE WRITING SKILLS

Time: 1 day ~ 8:30 – 3:30

In this seminar, you will acquire the basics of organizing your words and shaping your thoughts on paper. You will learn the day-to-day writing for your job—clear letters, maximum-effect memos, perfect proposals, and clean, organized writing in any format: procedure manuals, technical materials, personnel evaluations, articles and more. Feel free to bring a particularly troublesome assignment, and we'll work on it in class!

At the end of this course, you will be able to:

- ✓ Use concise, specific language
- ✓ Achieve the appropriate tone
- ✓ Focus and enliven sentences
- ✓ Eliminate “bureaucratize”
- ✓ Use bullets, white space, headings, and other formatting techniques
- ✓ Organize the document
- ✓ Effectively punctuate clauses and phrases

Who Should Attend: Everyone

INNOVATIVE GRANT WRITING**Time: 1 day ~ 8:30 – 3:30**

This course will work with learners on the fundamental elements of grant writing. Sample grants will be available for review. A grant writing checklist will be provided and students will learn how to receive the most possible points from grant writing, rating systems, importance of planning, and the identification of the various parts of the grant.

At the end of this course, you will be able to:

- ✓ Draft a funding proposal with the following elements:
 - ❖ Titling your project
 - ❖ Project overview
 - ❖ Background information/statement of the problem
 - ❖ Project details: goals and objectives, clientele, methods, staff and administration
 - ❖ Available resources
 - ❖ Needed resources: personnel, equipment, supplies, facilities
 - ❖ Evaluation plan
 - ❖ Appendices
- ✓ Identify grant writing process participants
- ✓ Understand what separates a good grant from a great grant
- ✓ Avoid common mistakes in grant writing

A discussion will be held on types of grants that are available; i.e. block grants, competitive matching grants, foundation grants. Participants are welcome to bring requests for applications or requests for proposals they may have received, or on which they are currently working.

Who Should Attend: Those interested in writing grants**WRITERS' WORKSHOP: NUTS & BOLTS OF GRAMMAR AND PUNCTUATION****Time: 1 day ~ 8:30 – 3:30**

In this seminar, you will take an entertaining journey through the basics of English grammar and punctuation. We will explore the reasons why this language is as quirky as it is, and learn the logic behind the rules. You will never second-guess yourself again!

At the end of this course, you will be able to:

- ✓ Punctuate perfectly
- ✓ Master the grammar rules of Standard Written English
- ✓ Achieve pronoun proficiency
- ✓ Never misplace modifiers
- ✓ Use appropriate word choice (The "Affect/Effect Syndrome")
- ✓ Learn nondiscriminatory vocabulary
- ✓ Conquer Capitalization, Numbers, and other fine points

Who Should Attend: Everyone

LEADERSHIP DEVELOPMENT

Over the last few years, Placer County has identified and communicated its vision, developed a performance management and measurement system, and has defined leadership competencies for management personnel. This program works together with, and supports the County's context, vision, and defined leadership competencies by offering a leadership development series.

This program is segmented into five progressive levels of training that are mutually supportive but distinct in format and content.

INTRODUCTION TO SUPERVISION I

This is a four-day series of eight half-day classes designed to provide new supervisors or leads with the skill-building tools to master the job of supervision. Learn how to make the transition between an employee to a supervisor by developing skills of effective communications, problem solving, customer service, teambuilding, coaching, and leadership. Two of the classes focus on Placer County's Personnel procedures and policies, workplace violence, and safety issues.

INTRODUCTION TO SUPERVISION II

This is the second half of our Supervisory Series of classes and is intended for supervisors who have participated in Introduction to Supervision I. This is a five-day series of classes that presents ideas, techniques, and tools for supervisors to maximize their effectiveness in managing employees. Barriers to communication, delegating, motivating, coaching, counseling employees, and ethical issues will be covered in this series. In addition, participants will learn about the role of the Labor Union and supervision, and some of Placer County's advanced personnel practices and safety procedures. Participants will benefit from networking and discussions with other Placer County supervisors.

MANAGEMENT: CONCEPTS AND APPLICATIONS: MGT001 Sierra College ~ 3 Units

A foundation course to help supervisors and managers explore management concepts in a contemporary perspective. The course includes the management topics of planning, decision-making, staffing, motivating, delegating, performance expectations, leadership, team building, and communication. In this course, students are given opportunities to practice newly acquired ideas and techniques in a highly participative environment.

ADVANCED MANAGEMENT PRACTICES (AMP)

The purpose of this series of classes is to provide management and professional staff an opportunity to learn and apply modern management techniques to their job. This series consists of nine management topics, with an emphasis on enhancing the employee's communication, analytical, and conceptual skills. These management topics include: Interest Based Communication, Strategic Management, Coaching and Counseling, Working with the Budget, Group Dynamics—Meetings, Public Presentations, and Advanced Personnel Practices

EXECUTIVE LEADERSHIP PROGRAM

The future of Placer County is predicated on the development and retention of effective and responsive leaders. In light of the expanding growth and development of the county businesses and non-profit organizations, progressive leadership is needed to ensure innovative programs and services through continuous quality improvement.

The Placer County Organizational Development Division (ODD) in conjunction with California State University, Sacramento (CSUS) has designed an Executive Leadership Program for private and public sector managers.

This program is designed for upper level managers and executives and offers a curriculum and self-assessment analysis that focuses on developing a manager's leadership potential.

Participants in the Executive Leadership Program will have the opportunity to learn about cutting-edge leadership topics and interact with other public sector executives. This program offers managers a chance to participate in the Leadership Practices Inventory (LPI), a 360-degree assessment of their leadership skills. A professional trained coach will provide feedback and interpretation of the LPI and help in designing a personal development plan.

Goals and Objectives

- ✓ Identify and develop emerging leaders in Placer County.
- ✓ Assess leadership skills and facilitate the preparation of individual training development plans.
- ✓ Address key components of leadership, strategic planning, managing change, effective communication, and performance measurement.
- ✓ Foster professional working relationships between county managers and local government managers.

Educational Resources & Other ODD Services

CAREER DEVELOPMENT

Career counseling is a service developed to encourage employees to stay with the County workforce while discovering ways to make career moves more on target with their personal goals.

Organizational Development works closely with the Personnel Department to provide you with opportunities to consider in developing your career with the County.

When an employee contacts ODD for career counseling, a meeting is set to review your vocational goals. Depending on the needs of the employee, the following information may be covered:

- ❖ Understanding job announcements, applications, and recruitments
- ❖ Interviewing skills and resume writing
- ❖ Educational options to increase skills and meet job requirements
- ❖ Reference materials and resources available to you to further enhance your skills

Retaining a well-trained and qualified workforce in Placer County is key to our organization's success. Knowing how to get to the next job level in Placer County is certainly within your reach.

FACILITATION

Facilitation is one of many services provided by ODD staff. The word "facilitate" means "to make easier." A "facilitator" is a person who eases the flow and process of a meeting but does not participate in the discussion or influence the outcome. Instead of offering opinions, a facilitator provides options to participants along with structure and tools for a successful meeting. Facilitation is a way of providing leadership without taking control.

We have trained facilitators who can assist you in organizing an "outcome-based" meeting so that everyone has the opportunity to participate. The facilitation service includes preplanning discussions, facilitated meetings, and follow-up sessions, if required.

MEDIATION

Mediation is a method of resolving disputes in which two or more parties meet with a trained, impartial person who assists the parties in reaching a mutually acceptable agreement.

The mediator's role is to clarify issues, identify interests, and assist communications. The Mediator does not give legal advice to either party or participate in the decision-making process.

ODD has trained mediators that can assist employees, supervisors, managers, or departments in settling disputes. We help the involved parties explore options by focusing on interests rather than positions. Through these discussions, we help the parties establish an action plan or professional working agreement that is mutually acceptable in resolving the issues in the dispute.

The mediation services provide for an initial discussion to gather the facts regarding the request for mediation. The mediators separately interview all parties involved in the dispute and then schedule a mediation session. All information gathered by the mediators is considered private and confidential.

RESOURCE CENTER

AUDIO-VIDEO AND TEXT BOOK LIBRARY

The Audio-Visual and Text Book Library offers an extensive selection of management, leadership, and safety tapes. Examples of topics includes: Communication, Customer Service, Interviewing Skills, Management Leadership, Diversity, Sexual Harassment, Time Management, Effective Negotiating, and more.

TUITION REIMBURSEMENT

The tuition reimbursement program is designed to provide employees the opportunity to continue their self-development by enrolling in accredited classroom courses that will:

- ✓ Enable them to apply new concepts, methods, and ideas in their occupational fields
- ✓ Empower them to meet the changing responsibilities within their job
- ✓ Offer employees opportunities for career advancement in their occupational field
- ✓ Provide employees the opportunity to improve their skills and abilities in their respective careers

Eligibility of Courses for Tuition Reimbursement

The following criteria shall be used in determining the eligibility of courses for tuition reimbursement.

- ✓ Courses must be related to the work of the employee's position or occupation. The course must have a direct connection to the employee's scope-of-work.
- ✓ Courses must have a reasonable potential for resulting in savings or in contributing to more efficient services. Justification for taking the course must be submitted in writing to the County Executive Office Organizational Development Division (ODD).
- ✓ Courses must be taken on employee time.
- ✓ Courses which are prerequisites or required for the completion of a Bachelor's, Master's or Doctorate degree in a work related field are eligible for tuition reimbursement provided that the course to be taken is directly related to the employee's job, and is justified.

Courses Are Not Eligible For Tuition Reimbursement If:

- ✓ They are taken to bring unsatisfactory performance up to an acceptable level.
- ✓ They are taken to acquire basic skills or basic knowledge that the employee was believed to have possessed when appointed to the position.

- ✓ They are duplicate courses available through in-service training.
- ✓ They are duplicate training which the employee has already taken.
- ✓ They are audited or incomplete courses.
- ✓ They are memberships to professional organizations.
- ✓ They are review courses and/or required tests.
- ✓ Conventions, workshops, short courses, institutes, license, test fees, continuing education units, etc., are not included in the tuition reimbursement program. Therefore, departments participating in such programs shall continue to use their conference and convention funds and make their requests in the designated manner.

Employees Eligible for Tuition Reimbursement

All permanent employees who have completed the initial probation period are eligible for reimbursement.

Nature of Reimbursement

- ✓ Reimbursement may be made for tuition, books, registration fees, and laboratory fees only. Expenses for parking, travel, meals, and other incidental costs are not reimbursable.
- ✓ Reimbursement shall be made to the employee upon completion of the course with a minimum final grade of C or its equivalent, in an undergraduate course, or B or its equivalent in a graduate level course. No reimbursement shall be made for audited courses or incomplete courses.
- ✓ Reimbursement received from other sources for tuition, books, registration fees, and/or lab fees will be deducted from the cost of such expenses to determine the amount the County will pay. Satisfactory progress toward a degree is required to be eligible for tuition reimbursement.
- ✓ The County will only pay the maximum allowable amount of tuition reimbursement regardless of the college attended. Tuition that exceeds the maximum amount will not be reimbursed.
- ✓ Tuition Reimbursement forms and a copy of these guidelines can be found on V:\CEO Training.

STILL LOOKING??

If you are still looking for additional training options, here are various training centers that provide a variety of training topics including: computer, general, management and supervision, etc.

OUTSIDE TRAINING REFERENCES

Vendor Contact Information		
Vendor Name/Address Web Site	Contact Person/Email	Phone
Computer Classes		
Continental Training Center 8391 Auburn Blvd, Suite 149 Citrus Heights, CA 95610 www.pctraining4u.com	Darin Holcombe darin@pctraining4u.com	916.735.5515
New Horizons 1215 Howe Avenue Sacramento, CA 95825 www.newhorizons.com	Ed Ganns egans@nhsacramento.com Phit Thenethamnao PThenethamnao@nhsacramento.com	916.641.8500 ext 237 800.488.8003 ext 237 916.641.8500 ext 324 800.488.8003 ext 324
IS Inc. 2554 Mill Creek Drive Sacramento, CA 95833 www.ISInc.com	Michael Crawford Mike@ISInc.com	916-649-4554 direct 916. 916-920-1700 916-920-2246 fax
Placer County Office of Education 360 Nevada Street Auburn CA 95603	Nancy Fairfield – Technology Services	530.889.5988
Placer School for Adults 390 Finley Street Auburn, CA 95603 www.puhsd.k12.ca.us/adult/	Gregg Ramseth – Principal GRamseth@puhsd.k12.ca.us Arij Mousa arij@pacbell.net Laura Zabkar LZabkar@puhsd.k12.ca.us	530.885.8585
KnowledgeNet 14624 N. Scottsdale Rd. Suite 300 Scottsdale, Arizona 85254 www.knowledgenet.com	Lindsay Lehane lindsay.lehane@knowledgenet.com	888.577.5779 x4376 480.315.4376
General ~ Computer Courses		
State Training Center (STC) Training Division 1515 "S" Street, North Bldg, Ste 108 Sacramento, CA 95814-7243 www.dpa.ca.gov	Department of Personnel Administration	916.445.5121 480.315.4376

Vendor Contact Information		
Vendor Name/Address Web Site	Contact Person/Email	Phone
UC Davis Extension University of California 1333 Research Park Drive Davis, CA 95616-4852 www.extension.ucdavis.edu	Student Services Office	800.752.0881 530.757.8777
Sierra College Rocklin Campus 5000 Rocklin Road Rocklin, CA 95677 www.sierracollege.edu	Sierra College Admissions Office	800.242.4004, x7186 Rocklin Campus 916.781.7186
Sierra College Nevada County Campus 250 Sierra College Drive Grass Valley, CA 95945		Nevada County Campus 530.274.5302
California State University, Sacramento College of Continuing Education 3000 State University Drive East Sacramento, CA 95819-6103 www.cce.csus.edu	CSUS, College of Continuing Education Admissions Office	916.278.4433 or Fax 916.278.4601
Educational Resources PO Box 6924 Auburn CA 95604 www.edresource.net	Dennis H. Gregory - Director of Education and Training	530.889.8722